Advanced Supervisory Skills for Experienced Supervisors

30 November – 4 December 2026
Kigali (Rwanda)



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Advanced supervisory skills for experienced supervisors means moving from running daily tasks to developing team leads, holding hard performance conversations and improving team results. This 1-week course is for supervisors with several years in post and second-level supervisors who manage other team leads, and you leave with a Supervisor's Team Development Plan. This advanced supervisory skills course is delivered by Mercury Training Center.

About This Course

Experienced supervisors often keep doing the work themselves, avoid difficult conversations and watch the same problems return. You should already supervise a team and handle daily allocation, attendance and quality. Each day you practice on role plays and cases, then apply the tool to your own team before the next session.

Who It Is For

- People who supervise a team of staff and answer for its output, quality and safety.
- Second-level supervisors who manage other team leads or shift leaders.
- Staff who coach new hires and pass on job skills in the workplace.
- People who carry out appraisals, attendance reviews or first-stage discipline.
- Senior team members already acting up as supervisor in the absence of their manager.

This course is not for staff who have not yet supervised anyone, who will get more from an introductory supervision course, nor for department managers setting strategy and budgets, who suit a middle management or leadership course.

Competencies You Will Build

- Adaptive Leadership Style: you change how much direction and support you give as each person's readiness changes.
- Coaching Team Leads: you hold regular coaching sessions that grow the people under you into supervisors.
- Performance Conversations: you give evidence-based feedback and agree clear goals without damaging the relationship.
- Conflict Resolution: you step into disputes early and reach an agreement both sides follow.
- Upward Influence: you make a case to senior managers and win support for changes in your area.
- Team Improvement: you lead small, regular improvements to how the team works.

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What You Will Be Able to Do

By the end of the course you will be able to:

- From a supervisor competency model, rate your own behaviors and pick two to strengthen.
- Given a team list, place each member on the situational leadership model and decide what to delegate to whom.
- Using the GROW model, plan and run a coaching session with a team lead.
- Given a performance record, prepare an appraisal or improvement meeting with agreed actions.
- From a recurring team problem, analyze its causes and choose a fix with the team.
- Using a change plan, introduce a new way of working and track how the team takes it up.

Course Content

Day 1: The Experienced Supervisor's Role

- Supervisor Competency Model to Benchmark Current Behaviors
- Managing Up, Down and Across Within the Organizational Culture
- Influence Network Mapping for Building Relationships Across Departments
- Situational Leadership Model for Matching Style to Team Readiness
- Delegation and Empowerment Grid for Developing Team Leads

Day 2: Team Performance and Dynamics

- Tuckman Stages of Team Development in a Mixed-Experience Team
- Dimensions of Staff Performance and Individual Performance Profiles
- Motivation Drivers and Recognition Plans for Long-Serving Staff
- Structured Problem-Solving and Decision-Making for Recurring Team Issues
- Team Meeting Design for Decisions, Actions and Follow-Up

Day 3: Coaching and Performance Conversations

- GROW Coaching Model for Developing Team Leads
- On-the-Job Training Plans for Passing Skills to New Staff
- Appraisal Conversations Using Evidence and Agreed Goals
- Assertive Feedback: Giving and Receiving Constructive Criticism
- Discipline Process and Documented Improvement Plans

Day 4: Conflict, Pressure and Time

- Conflict and Conformity in Groups: Handling Disputes Between Team Members
- People Problems Versus Problem People: Diagnosing Difficult Behavior
- Stress Signs and Workload Conversations With Stressed Staff
- Time Management Principles and Priority Setting With Others in Mind
- Interruptions and Accessibility Rules for an Open-Door Supervisor

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Day 5: Improvement Practice and Your Plan

- Exercise: Continuous Improvement Review of a Team Process
- Exercise: Creative Thinking Session to Generate Improvement Options
- Exercise: Change Implementation and Engaging the Team Toward Common Goals
- Exercise: Making a Case and Managing Organizational Politics
- Completing the Supervisor's Team Development Plan With Action Steps

Case Studies and Exercises

These are suggested activities.

- Case study: a production shift has two team leads who no longer cooperate; you decide how to resolve the dispute and reset their responsibilities.
- Case study: a hospital ward supervisor faces a long-serving nurse whose standards have slipped; you plan the performance conversation and the follow-up.
- Exercise: a customer service team keeps missing response targets; you run a problem-solving session and agree the fix.
- Exercise: a logistics depot introduces a new shift pattern; you prepare the change plan and the case for senior managers.

What You Take Back

You return with the Supervisor's Team Development Plan for your own team. In your first month back, use it to hold one coaching session with each team lead, open one overdue performance conversation and start one improvement with the team.

- Team readiness map and delegation choices for each member.
- Coaching and appraisal schedule with agreed goals.
- Conflict and difficult-behavior action notes.
- Improvement and change plan with your case for senior managers.

Quick Answers FAQ

What should I know before advanced supervisory skills training?

You should already supervise a team and handle allocation, attendance and quality day to day. The course assumes you know the basic duties of a supervisor and builds on real situations from your own team.

How do advanced supervisory skills differ from an introductory supervision course?

An introductory course explains the supervisor's duties to people new to the role. The advanced level assumes that experience and spends the time on coaching team leads, difficult performance conversations, conflict, influencing upward and leading improvement.

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How can experienced supervisors stop doing their team's work themselves?

Match delegation to each person's readiness, coach rather than take over, and agree checkpoints instead of watching every step. Over a few weeks the team takes on more and you gain time for planning and improvement.

What do experienced supervisors take back from advanced supervisory skills training?

You take back the Supervisor's Team Development Plan: a readiness map, delegation choices, coaching and appraisal schedule, conflict notes and an improvement plan, all built for your own team and ready for your first week back.

For Your Manager

After the course, the supervisor can delegate according to readiness, coach team leads with a structured model, run evidence-based appraisals and settle conflicts early. They return with a Supervisor's Team Development Plan for their own team, first used in the coaching and performance conversations of their first month back.